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COMPREHENSION WITHIN LINGUISTIC BARRIERS

Abstract. The number of differences and similarities between the languages of people who are not native from a destination country are many. One of the biggest challenges of all of them is the understanding and acquisition of a language which leads to diverse models and ideas with no taking into account neither economic nor social backgrounds. This paper aims to clarify the concept of linguistic barriers, why so many models exist around this matter, the actual situation, impressions to clarify basic problems and a conclusion of the problem based on perspective judgments.

Keywords: HRM, linguistic barriers, language skills, globalization.

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ПОНИМАНИЕ ВНУТРИ ЯЗЫКОВЫХ БАРЬЕРОВ

Аннотация. Количество языковых сходств и различий людей, находящихся за пределами родной страны, весьма велико. Одним из величайших вызовов из этого числа является понимание и обретение языка, что ведет к различным моделям и идеям, помимо экономических или социальных оснований. Эта статья нацелена на прояснение понятия языковых барьеров, равно как и причин существования множества моделей по этому поводу, а

также актуальной ситуации и впечатлений, способных прояснить перспективы этой проблемы.

Ключевые слова: управление персоналом, языковые барьеры, языковые навыки, глобализация.

Introduction

Nowadays globalization has a deep impact on companies, and as a consequence language is present in every facet, the worldwide economy has changed the ways of thinking and solving problems. Through time there have existed many attempts to break frontiers and one of the biggest obstacles has been the language, however now it is important to mention that English has become an international standard adopted by the majority of the countries independently of the culture, race, or geographical area. Numerous theories, models and conjectures exist because there are a lot of different fields where linguistics can be applied, it is not the same to expose a case based on exact sciences such as mathematics or physics where according to some researches language can be overcome easily due to the fact of symbol similarities and logical thinking but what about health science where language is crucial to express a conversation between a doctor and a patient. In human resource management for example there are different aspect to study but language has always been a key point because multinational and multicultural organizations expect their employees to speak one single language. The actual situation may differ to the ones cited in these fields because we may point out an academic experience for one.

Theories, models and conjectures

According to Gudykunst's Anxiety and Uncertainty Management theory (1995) the degree of uncertainty in interpersonal interaction will be inversely correlated with language competence and will increase the tendency to over-estimate the importance of group membership on behavior [2].

The Office of Personnel Management (OPM) envisioned a uniform, competency-based common language that would enable federal agencies to describe jobs in the same way, eliminating inconsistencies across agencies and HR functions (e.g., staffing, performance appraisal, and training) [5].

At last motivating language theory (ML) hypothesizes that deliberate variance in leader speech can be used as a motivational tool to help employees meet desired organizational and personal objectives which correlates optimum performance and job satisfaction [3].

As stated in the previous theories we can determine that there are some ways to handle language in order to get better benefits in pro of the company and as a consequence the results will vary based on every aim that was given at the beginning of the conceptualization. There are many models or theories around this issue because linguistics is a very wide topic and it will depend on the field we are taking it from. In social sciences the concept has been more generalized and talking specifically about human resources management, language skills are an important part of the success because there is where we can achieve communication directly between management and employees thus reducing the number of misunderstandings and disrupts.

Actual situation

Most companies have focused on developing their talent internally rather than internationally, however international assignments create opportunities for global leading. It is natural in the current situation for companies to hire expatriates. While international tasks provide great development they also generate high costs, sometimes the expenses can be up to two or three times. And even though it does not seem as a decisive factor the willingness to travel is one of the most desirable characteristics. These concepts must not be taken

slightly because an integrated career planning and development process must be part upon the expatriate's return. Every day more and more companies are trying to get into the global market therefore they must overcome cultural and language barriers. There are some cases where the process of immersion in a new language is more complex due to the low or null knowledge of it and some techniques must be applied to give an easier way of understanding. Employees and students are two types of people who can be involved in a new scheme where language is the main subject but in both cases they must follow steps to get as much as they can from the stay [4].

Impression to clarify basic problems

It is clear language barriers are affecting many companies. And they must be considered because they are significant. Lack of communication has always existed however reducing it has to be done in order to avoid harmful consequences for the company. The most significant consequences of language barriers are as follow:

- Miscommunications contribute to inefficiency
- Employees can't collaborate effectively
- Productivity is lower than it should be
- Customer service suffers
- Workers don't have necessary respect for managers/executives
- Attracting and retaining talent is more difficult
- Worker safety is compromised
- Employee retention is reduced

While lack of communication compromise productivity, the flip side is also true and in deed communicating in a native language can increase productivity. English has been adopted as the most learned second language and it has the universal status. English classes are part of the elementary school curricula in Germany, France, Russia, Belgium, Switzerland, and in Scandinavian countries. In general, this new idea has lead people to get into the new world of globalization [1].

Conclusions

International labor is a worldwide phenomenon. On a first glimpse communication between employees and managers is critical to produce the best benefits, nevertheless it is important to point out that according to the studied field there may be some differences among the way HRM must handle them. The review let us have documentation of the presence and role of the language and the barriers needed to be overcome to give productivity and effectiveness. Employees and students are well aware and concerned about the effects of language barriers and the consequences of not knowing how to close these gaps. In regards, to human resource professional all they need to do is to continue to be open-minded and willing to take part on this new process that is affecting the whole world. At the end of this paper we have come up with some ideas that could be studied in a deeper way in order to lessen the effect of the barriers. Universities must also take part in this issue because they can combat the problem from the roots and give a pre-solution, not only companies must make efforts but the academy. Finally, every international should be aware of all their options and the idea to familiarize with the English language to break limits is certainly accurate.

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CHANGE, ORGANIZATIONS WHO LEARN AND HOW TO ACHIEVE THE ORGANIZATIONAL CHANGE

Abstract. Why it is really difficult for any organization to achieve a change, the efforts of a manager could work but will not last over time. This article tries to explain how organizations learn and the importance of it in their environment, as well as how an organizational change could be reached.

Keywords: organizational change, change, organizational environment, organizational knowledge

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ИЗМЕНЕНИЕ; ОРГАНИЗАЦИИ, КОТОРЫЕ УЧАТСЯ СПОСОБАМ ДОСТИЖЕНИЯ ОРГАНИЗАЦИОННОГО ИЗМЕНЕНИЯ

Аннотация. Почему так трудно для любой организации изменяться успешно, почему усилия менеджеров оказываются столь непродолжительными. Эта статья – попытка объяснить, как организации учатся и почему это важно для их окружения, и как вообще достижимо организационное изменение.

Ключевые слова: организационное изменение, организационное окружение, организационное знание

Organizational change

The management has evolved over the years, professionals as Taylor or Fayol with Scientific administration, Weber with the bureaucratic model or Mayo with the Human relations model contributed to build better practices in the organizations.